

Institutional Plan Summary

Between the fall of 1999 and the summer of 2000, Explorit Board, Staff, and supporters engaged in an intensive long-range planning process to clarify how Explorit might best respond to community needs and maximize use of its resources over the next five years (please refer to the attached **Explorit Science Center: Long-Range Plan 2000-2005**). This planning process established three measurable primary goals:

1. Increase traveling outreach programs to K-6 students with an emphasis on reaching underserved children and schools.
By end of 2005:
 - At least 26,000 people reached per year through off-site programs.
 - At least 20% of all off-site service to disadvantaged children and families.
 - Added teacher development and family enrichment programs to complement direct service to K-6 students.
2. Expand on-site facilities at current site or another site for improved community access.
By end of 2005:
 - Total on-site facility space of 8-12,000 square feet.
 - Well-maintained, accessible and inviting public space.
 - A financially sustainable facility that will meet short and long-term staff and program needs.
3. Develop a high performing team of staff, trustees and volunteers working toward our shared vision.
By end of 2005:
 - Staff salaries in line with median levels for comparable non-profits.
 - A fully developed volunteer program with a paid volunteer coordinator overseeing training, recruitment and recognition of an active volunteer corps of 100+.
 - Every team member recognized formally every year and offered regular opportunities for professional development appropriate to their role.

Explorit began this planning process by securing an outside consultant. Explorit retained the services of David Stoebel, a former leader of non-profit organizations with experience in strategic planning consultation. In addition, Mr. Stoebel has a science background, which was an excellent fit for Explorit.

Mr. Stoebel began by convening a Long-Range Planning Work Group of staff members, Board members, and community advisors. The Long-Range Planning Work Group reviewed a large amount of demographic information about Explorit's regional audience. Surveys were conducted with educators, business people, and community leaders to identify existing community opinions about Explorit and to identify community needs. A reference sheet describing the external regional trends that are likely to affect Explorit was developed to guide planning. A Director's assessment of Explorit's internal resources was also prepared.

The Long-Range Planning Work Group collaborated with the Board of Trustees and Explorit staff at a series of Winter 2000 retreats to narrow down the community needs to those Explorit might best address, identify barriers to providing better services, and to develop strategies to implement its institutional goals. Major questions addressed at these retreats included: who are our clients?; how do we determine program priorities?; what alliances do we need?; how do we staff what we want to do?; what facilities do we need and where?; and how can we fund what we want to do?

After exploring the answers to these questions, retreat participants identified the goals listed above as both central to Explorit's mission and achievable within five years. The goals were formally approved by the Explorit Science Center Board of Trustees in its October 2000 board meeting. The goals have created a unifying consensus amongst Explorit stakeholders that guides operational decisions, functions as a fundraising tool, and allows Explorit to more effectively respond to changing community needs.

Progress Towards Meeting Goals

Goal #1: Increase traveling outreach to K-6 students with an emphasis on reaching underserved children and schools.

The *Health in Your World* Project, currently its final year of development, has been Explorit's major initiative to meet this goal. The project has developed this new family focused traveling exhibit program based on extensive community input. The program is being fully launched this year with the goal of reaching 40 schools and community sites this year, with at least have being underserved schools or sites. In this final year, a set of corollary programs is being developed to complement the large-scale mobile exhibit program. These will be piloted and evaluated this spring for full launch in fall 2005.

In addition to the new program, increased demand of our existing outreach programs has also helped us exceed our audience targets in this goal. When this long-range outreach goal was created, Explorit served 19,453 children and adults through outreach. Explorit has now far surpassed our original goal of 26,000 people and currently reaches over 40,000 people per year through outreach.

Explorit has been very successful in securing major corporate sponsorships to support availability of programs to underserved schools at not cost. Partners this year include Siemens, First Northern Bank, Oracle, and Kaiser Permanente. Through this sponsorship

approach, at least 50% of HIYW family programs and an estimated 20% of Science in Your World family programs will be offered at no cost to underserved schools and sites. This will enable us to meet or exceed our target of at least 20% service to underserved.

Goal #2: Expand on-site facilities for improved community access.

Explorit currently has 4,900 sq. ft. of public and office space (main building plus annex). In 2000, Explorit secured a \$200,000 capital improvements grant from the California Arts Council. Explorit used part of this grant for a 2001 facility expansion feasibility study.

Explorit hired an outside consulting group, Gyroscope, that has worked regionally and nationally with non-profit organizations and museums of various sizes to develop facility master plans. Initial evaluations of the current site underscored existing concerns that the ranch house facility and its location (described in the **Mission & History** section) limited public access and did not provide adequate visibility for an organization with a strong regional presence.

With a strong funding base and a history of community support, Explorit is committed to remaining in the city of Davis. Gyroscope identified 15 –20 sites within the city that might be appropriate for facilities expansion. Explorit narrowed the choices down to a site located two blocks away from the current location. The two sites are connected via a pedestrian walkway and bike path, with the new location offering high visibility from adjacent Highway 80, the main thoroughfare connecting Sacramento and Davis and continuing to the San Francisco Bay Area.

By using the two sites in tandem, Explorit will create a “science discovery campus”; the new building will provide much needed visibility and increased space for exhibits and the current ranch house will provide staff office space and a base for outdoor programming. The City of Davis is developing the parkland adjacent to this location, including native landscaping. Explorit is partnering with the city to serve as a steward for the park, perhaps providing signage for the native landscaping and educating the public about the local environment through mediums such as family classes or nature walks.

The site for the new building is on City property. In September 2004, the Davis City Council unanimously approved the 25 year lease for the land. Since 2002, Explorit has been working with Sacramento architect Comstock Johnson to design the new 7,200 square foot facility which will include over 3,700 square feet of hands-on exhibit space. This space combined with our 4,900 sq. ft in the current facility will meet our total goal of 12,000 sq. ft. Renderings and information about the building project may be viewed at www.explorit.org. Explorit has secured a lead gift of \$250,000 for its capital campaign and has already raised one-third of the funding of the \$2 million needed for building construction. Explorit plans to break ground in 2005 with expected completion in mid 2006. Addition of this new expansion building will greatly enhance opportunities for on-site programming and access by our visitors.

Goal #3: Develop a high performing team of staff, trustees and volunteers working toward our shared vision.

Explorit already benefits from a qualified and talented staff and Board – one of the organization’s greatest assets. However, to achieve an even higher level of excellence, Explorit has implemented several strategies to increase employee retention and performance.

Most significantly, Explorit adopted a Staff Salary Improvement Plan between 2000 and 2003 to bring its salaries in line with the median salaries of similar sized non-profits in the region. Median salaries were determined through existing salary surveys of regional and state non-profits. Formerly, Explorit salaries were near the bottom range of the spectrum – a problem trustees recognized as an impediment to building a professional, stable staff. This goal was initially met but now that our budget has grown into a larger budget category (\$500k - \$1,000,000), a new two step increase plan has recently been approved for 2004-2005 to meet the higher medians in this larger category. This target will be met by 2005.

Explorit has increased opportunities for professional development for its staff, including dedicating a monthly meeting to an educational topic for staff development. Each year, Explorit has been able to support more staff in attending regional and national conferences for professional development. This has been accomplished through allocation of organizational resources, securing in-kind travel costs, receipt of scholarships and grant funded participation. In 2003-2004, various education staff have attended AAM, ASTC, CAM, and project trainings in Baltimore (PBS project with Pacific Science Ctr.) and San Francisco (Exploratorium).

Volunteers play an important role at Explorit and the science center currently has approximately 100 volunteers, ranging from technical advisors to volunteers that work directly with youth. The “Friends of Explorit” were organized as a group of adult volunteers able to work on special projects, such as organizing our small library, providing assistance at special events, and helping staff complete membership mailings. While the numerical goal has been reached, Explorit does not consider the volunteer program to be fully developed as envisioned in the long-range plan. Explorit maintains its commitment to hiring a part-time paid Volunteer Coordinator to streamline the volunteer program, and is seeking funds accomplish this goal in 2005. This is one of the final pieces yet to be accomplished in our ambitious 2000 long range plan.

Explorit designed these goals to be measurable, as evident by the criteria listed beneath each. Progress is regularly evaluated at Board meetings and reviewed in-depth at annual meetings. Explorit plans to launch a new long-range planning process in late 2006 after completion and opening of the new building.

1. Project Design

Explorit Science Center is committed to providing traveling outreach as a key strategy to increase public access to its programs. Since the first outreach program was developed in 1985, Explorit has created a wide range of mobile outreach programs to complement the on-site exhibits and programs.

Demand for these outreach programs has grown dramatically over the past five years and Explorit has been able to respond with the expansion of established outreach programs such as *Classroom Adventures* and the addition of new outreach programs such as *After School Explorations*. Explorit's traveling outreach programs now reach over 72% of Explorit's total annual audience of 58,189.

With mobile science education programs, Explorit can reach large urban centers and small rural communities within our region of North-Central California and easily travel into underserved communities where residents may not otherwise have access to science education resources. Explorit knows from these existing programs that it is able to reach a more ethnically and economically diverse audience through travel than through on-site programming.

The purpose of this IMLS – Museums for America grant request is to strategically expand Explorit Science Center's staff through the addition of one new full-time professional position, an *Outreach Programs Coordinator*. The position will serve an important role as a "connecting point" with community members and community groups engaged in working with Explorit, take the lead in mentoring and training staff and volunteers in accessibility issues, and help to bring all of Explorit's outreach materials up to consistent standards for linguistic accessibility. Through the addition of this position, Explorit will increase its capacity to effectively engage and serve its audiences of children and families through mobile outreach.

Beginning in August 2005, the *Outreach Programs Coordinator* (OPC) will be established as a full-time position directly reporting to the Program Director. The OPC will in turn directly supervise the 4-5 outreach program staff responsible for delivery and on-going maintenance of Explorit's core outreach programs. See attached **Staff Organization Chart – August 2005**

As outlined in the attached **Position Description – Outreach Programs Coordinator**, this new staff position will have six primary areas of responsibility in support of outreach accessibility:

1. Supervise and mentor outreach program staff
2. Coordinate development of outreach volunteers, especially multi-lingual
3. Sustain and expand community partnerships and advisory input
4. Revise existing outreach exhibit signs and program materials to facilitate linguistic accessibility
5. Maintain scholarship program that supports free and low cost programs in underserved communities
6. Evaluate, document and share "best practices" relating to outreach accessibility

The simple fact that Explorit's outreach service has grown so dramatically in the past few years supports the need for a position dedicated to coordinating outreach. A key focus area for this position will be on assuring that our outreach staff, materials, and community linkages are all designed to foster greater linguistic and cultural access by our audiences. This emphasis responds to the highly diverse nature of our regional audience and also supports Explorit's long-range goal to reach even more underserved audiences in the region. Importantly, it also sustains momentum and builds upon knowledge gained through a recent outreach expansion initiative called *Health in Your World*, as described in the following paragraphs.

To meet the long-range goal to expand service to underserved communities, in 2001 Explorit launched a major new outreach initiative called *Health in Your World*. *HIYW* is a custom-designed traveling exhibit event that fills a large multi-purpose room and has the capacity to reach 150-300 children and families in a single evening or afternoon. The event space is filled with hands-on activities focusing on learning about your body and how to keep it healthy. Children and adults participate together in a free choice exploration format.

With extensive community involvement over the past three years, Explorit has researched, developed, piloted and evaluated this *Health in Your World* program to meet the needs of audiences in our service region. More than any other of Explorit's outreach programs developed to date, the *HIYW* content, format and approach have been guided by the needs of the community as evidenced by:

- involvement of a community-based task force to guide front-end development (task force members included health education representatives, medical professionals, Explorit education staff, informal science education professionals, regional business leaders and owners, regional public health officials, and representatives from community organizations serving the target audience)
- partnerships with a wide range of community organizations such as the Boys and Girls Clubs for piloting and testing
- use of professional language accessibility consultants to make signage and activities more linguistically accessible to English learners

- involvement of a cultural consultant to establish a system for engaging bi-lingual university students and groups in volunteering at Explorit *Health in Your World* events

Development of the *Health in Your World* program has been supported by partnerships with many regional foundation and corporate grantors and a two year IMLS Learning Opportunities grant. As the final step in its development during 2004-2005, a set of corollary small group programs is also being developed and piloted to complement the large mobile exhibit program. At the conclusion of the 2004-2005 school season, the four year development cycle for the HIYW program will be complete — it will be fully launched, integrated as a centerpiece of Explorit's outreach programs, and self-sustaining through fees and annual corporate sponsorships.

A number of recent activities of the *Health in Your World* project have focused on making the project linguistically and culturally accessible to our diverse audiences. Please see the following attachments that were included in the *Health in Your World* Project 2003-2004 Progress Report (compiled August 2004 for reporting to donors and stakeholders) for information on evaluation, partnerships and accessibility of the project: **HIYW – Major Accomplishments 2003-2004; HIYW - Summative Evaluation, Spring 2004; HIYW – Language Accessibility Evaluation Summary; HIYW – Collaboration Survey: Partners and Volunteers; HIYW – Cultural Competency & Field Observation Summary and Enhancement Proposal.** At the time of the progress report, work was on-going to improve the linguistic accessibility of all HIYW exhibit signs for English Learners. That work has now been completed through the involvement of a language consultant contractor.

Now, we are ready to take the successful strategies for accessibility learned through the HIYW project and apply them to our other existing outreach programs. These strategies include staff and volunteer development in accessibility issues, active cultivation of productive community partnerships and refinement of program materials to make them linguistically accessible to English Learners. In comparison to this new *Health in Your World* project, Explorit's other outreach programs were developed earlier, without the benefit of such extensive community input, piloting and evaluation. By bringing all of our core outreach programs up to this same high standard for accessibility set by HIYW, we will be positioned to better serve our large and diverse outreach audience.

As shown on the position description, initial objectives have been identified for each area of responsibility for the OPC. As part of the front-end work with the evaluation consultant, these objectives will be quantified so that progress and impact of the position can be assessed over the two-year grant period.

2. Grant Program Goals

The addition of the *Outreach Programs Coordinator* position and the adaptation of all outreach program materials for accessibility supports the IMLS goal of *Serving as a Center of Community Engagement*. Unlike a traditional destination museum which provides a physical center for engagement, Explorit's mobile programs create many points of engagement throughout our service region—in community centers and in schools right in the neighborhoods where families live.

Beyond having a physical presence throughout the region, community engagement is created through the connections our staff make in the community. The table below outlines the six areas of responsibility for the OPC position and highlights how each serves to foster greater community engagement:

<i>Outreach Programs Coordinator areas of responsibility:</i>	<i>How this helps Explorit serve as a center for community engagement:</i>
1. Supervise and mentor outreach program staff in support of outreach accessibility	<ul style="list-style-type: none"> • Our outreach program staff is the direct link between Explorit and our community. A highly motivated and skilled team of educators with the appropriate tools and training to work with diverse audiences will be more effective in presenting our outreach programs in a way that is accessible to a diverse audience.
2. Coordinate development of outreach volunteers in support of outreach accessibility	<ul style="list-style-type: none"> • Our evening outreach programs rely on volunteers from the school or site to help facilitate hands-on activities with our staff educator. With the <i>Health in Your World</i> program we have developed a system to ensure that each scholarship funded event has a full staff of volunteers, including many bilingual volunteers. This system is especially important in schools and community centers located in underserved communities, where recruiting volunteers often poses a greater challenge due to the demands placed on teachers, parents, and community members. This volunteer recruitment system is another way in which Explorit is responsive to the needs of its community.

3. Sustain and expand community partnerships in support of outreach accessibility	<ul style="list-style-type: none"> By forming partnerships with community organizations, formal educational institutions, and healthcare organizations, all of which work directly with our audience, we improve our ability to create programs that effectively serve children and families in our region. Productive partnerships with schools and integrated programming increase skills, involvement and knowledge among teachers and parents, as well as students. Involved community leaders encourage participation by families in their communities. Regular communication with our audience through partnerships and an advisory council allows us to stay in touch with changing community needs and incorporate programmatic innovations to better serve our region.
4. Revise existing outreach exhibit signs and program materials to facilitate linguistic accessibility	<ul style="list-style-type: none"> By making program signs and materials more easily understandable to English Learners we make the programs more broadly accessible to diverse audiences.
5. Maintain scholarship program that supports free and low cost programs in underserved communities.	<ul style="list-style-type: none"> It is necessary to recognize the financial constraints placed on schools and organizations in underserved communities. A scholarship program allows children and families who have limited opportunities for science education access to our enriching and interactive programs.
6. Evaluate, document and share “best practices” relating to outreach accessibility	<ul style="list-style-type: none"> Just as we have done with our <i>Health in Your World</i> project, careful evaluation and documentation enables the best practices to be shared with other programs within our organization and with other museums and organizations.

3. Project Fit with Strategic Plan and Mission

Relationship to Mission and Strategic Plan

Explorit's mission: "To involve people in science experiences that touch our lives" is accomplished through its variety of hands-on programs. Each program is designed to promote learning about science and the world around us in ways that are hands-on, informal, accessible, relevant and interdisciplinary.

In meeting this mission, Explorit uses its long-range plan as a guide to determine how to strategically invest its financial and human resources to have the greatest programmatic impact in the present and to promote growth and sustainability of the organization over the long-term.

The addition of the new Outreach Programs Coordinator aligns with, and directly supports, two of Explorit's three long-range plan goals:

Goal # 1: Increase traveling outreach programs to K-6 students with an emphasis on reaching underserved children and schools.
 Already we have far exceeded the initial measurable objectives set for this goal in 2000; however in accomplishing our objectives in this area we have gained experience in not only how to reach underserved audiences but also how to adapt program materials and engage community groups so that our programs are much more accessible for diverse audiences. It is now a logical extension to apply what we've learned throughout all of our outreach programs; this will be accomplished through the addition of a staff position focused on outreach accessibility issues.

Goal # 3: Develop a high performing team of staff, trustees and volunteers working toward our shared vision.
 The addition of the OPC also directly supports this long-range goal. As an in-house expert and resource on accessibility issues, the OPC will serve as a leader and mentor with staff and volunteers and build their effectiveness in meeting program service goals through outreach.

Investing in Institutional Capacity

Our regional audience is very diverse and growing rapidly. We anticipate that increases in demand for our outreach programs will continue to keep pace with the regional population growth. To meet the ever expanding educational needs of our community, Explorit must continue to strategically invest in expanding our institutional capacity.

One critical element in assuring institutional capacity is planning for adequate staffing to support growth. The addition of the OPC position will allow Explorit to support continued growth in outreach programs in the next few years and beyond. It will also have the important benefit of freeing time for the Program Director to focus on development of our expanded on-site exhibits and programs in conjunction with the opening of the new building in 2006.

Staff structure must evolve and mature as an organization grows. We plan that the OPC will be an on-going permanent position, fully funded by Explorit after the completion of the grant cycle. Given the pace of growth of Explorit's programs, we are planning that within three years, we will seek funds to phase in the addition of the complementary *On-site Programs Coordinator* position to our staffing structure.

These two positions will also serve the valuable role of providing opportunities for professional growth and succession within the organization. At a 2003 staff retreat, lack of enough "move-up" positions for educators was cited as a reason for educator turnover. Both the Outreach and On-site Programs Coordinator positions would provide interesting and challenging step-up opportunities for experienced educators within the organization.

4. Strategic Plan: Process and Financial Resources

Strategic Planning Process

As described in detail in the **Institutional Plan Summary** section of this application, the current long-range plan developed by Explorit was created in 2000 by the collaborative effort of staff, community, and board members. The nearly 12 month process was guided by a task force comprised of Trustees, Staff and community members and facilitated by a consultant experienced in non-profit planning and development.

A substantial effort was made to gather and analyze information about our current audience and the broader population within our service region. Tools used in the process included: surveys of members, teachers, principals, and business leaders; focus groups; one on one interviews with community leaders, and analysis of regional demographic information. The planning process took into account both external and internal forces affecting our museum and resulted in a plan that articulated three core goals to fulfill our educational mission and promote the sustainable growth of Explorit Science Center.

Although the long-range plan process involved copious amounts of information and analysis, the outcome and decisions were distilled into a simple and accessible booklet format that could be easily referenced by staff and volunteers. See the attachment **Long-Range Plan 2000-2005**. In addition to the three core goals, four key strategies were articulated to apply in working toward the goals:

- **CREATE A CUSTOMER-FOCUSED ORGANIZATION:** Listen to Our Customers & Respond to Community Needs
- **SPREAD THE WORD:** Engage the Public & Communicate What We Do
- **STRENGTHEN OUR CAPABILITIES:** Build Productive Partnerships & Pursue Winning Big Opportunities
- **BUILD A SOUND FOUNDATION:** Energize and Focus the Team & Set and Achieve Shared Priorities

Posters showing the three goals, their measurable objectives, and the key strategies are put up for reference and reinforcement at every Board meeting.

Financial Resources

Throughout its history, Explorit has been very successful in utilizing community resources to create these innovative programs. In 2004, Explorit was named the Outstanding Small Non-Profit of the Year by the Sacramento Non Profit Resource Center. In making the award, the Director of the Non Profit Resource Center said "Explorit Science Center is a terrific example of excellence in nonprofit leadership. It fills a unique niche, leveraging limited resources into high quality programs."

During the long-range planning process, Explorit recognized that expansion of services and facilities would require strengthening its marketing and fund development infrastructure to ensure continued financial stability. To achieve this, Explorit expanded a part-time Communications Coordinator position to full-time and established a marketing committee of Board and community members that meets bimonthly to strategize marketing activities and plans. Explorit hired Tackett Barbaria Group, a professional visual design firm to assist in streamlining the museum's image and create a more recognizable brand. Tackett Barbaria re-designed the Explorit logo and worked with the Communications Coordinator to establish style guidelines and improve the quality of the printed material Explorit prepares for the public.

Similarly, Explorit has expanded its development infrastructure to assure financial stability and success, including hiring a Director of Donor Relations with over 20 years of experience in community based non-profit fundraising and a background in successfully facilitating three capital campaigns. More recently, Explorit has combined previously separate part-time grantwriter and membership coordinator positions into a single full-time Development Associate position to allow greater integration of development activities. These changes have increased the level and effectiveness of development activities to support Explorit's future needs.

Although many organizations fear the siphoning effect a capital campaign can have on annual program and operation support, Explorit has experienced quite the opposite. The added visibility of our campaign activities has resulted in a noticeable increase in annual program gifts and grants, especially from new regional corporate partners. We anticipate this trend will continue as the construction and opening of the new building generates even more visibility due to its freeway location.

Financial oversight is strong. Explorit obtains a complete audit of its finances each year by independent CPA firm Waddell & Co and has always received a clean opinion of its financial management and record keeping (please see attached **Financial Statements**). Each year, Explorit receives a variety of restricted grants and contributions that must be carefully tracked and reported. Systems already exist for tracking restricted contributions, including awards that have been received from city, county, state, and federal agencies with stringent requirements for financial reporting. Financial management is overseen by the Executive Director and a part-time bookkeeper. A local CPA serves as Treasurer and Chair of the Board Finance committee to provide oversight and policy regarding financial practices.

Explorit has taken other prudent steps to assure its long-term financial viability, including establishing an endowment, setting aside a cash reserves fund to cover a minimum of three months operations and creating a strategic reserves fund for special Board approved projects that will provide long-term benefit to the organization.

We have identified the immediate need for the Outreach Programs Coordinator position to take advantage of opportunities related to our rapidly expanding outreach programs. Yet, the addition of a new full-time staff position for a small organization like Explorit represents a substantial financial commitment.

Given our obligation to focus energy and resources on completing our capital campaign and new building expansion in 2006, we would not be able to afford the full-time addition of this position in 2005 without other contributed sources of funding. By leveraging our funds with two years of funding from IMLS we will be able to phase in the financial impact of the position, with Explorit paying approximately 1/3 of the cost the first year, 2/3 of the cost the second year and then assuming the full cost by year three.

5. Project – Appropriateness for Institution, Audience

Compared to the Los Angeles and San Francisco areas of California which each have a wealth of museums and science resources, the Greater Sacramento region has very few museum and science education resources available to its population. Explorit is one of only a handful of museums in the 12 county region it serves and the only one with a mission focused exclusively on hands-on science education.

According to a national survey conducted by the California Academy of Sciences in April 2001, Americans feel they understand less of the science needed to make informed choices (88% of those surveyed)ⁱ. Americans also view museums as one of the most important resources for educating childrenⁱⁱ - placing Explorit in a good position to address community learning needs.

Explorit has chosen to focus its efforts on reaching a primary target audience of K-6 children plus their families and teachers. Because elementary schools often lack the time and resources to teach science and it's documented that only 25% of elementary teachers feel qualified to teach science, we feel our organization can have the most significant impact by providing in-school and out of school programs to this audience.

Regional Demographics

The regional community Explorit serves is undergoing rapid growth and changes. Explorit's community includes people in Yolo, Sacramento, and Solano counties, plus portions of Placer, El Dorado and other counties immediately adjacent and within a 60-mile radius of the city of Davis where our main facility is located.

The recently completed Sacramento Regional Blueprint project estimates that our region will grow at a faster pace than national averages, adding an additional 1.7 million people by 2050. Currently, Explorit's three main service counties are among the 10 fastest growing counties in California.

The communities in this region range in size from tiny rural areas like Isleton, with 840 people and one small elementary school, to large urban areas like the city of Sacramento with nearly half a million people and many large school districts. Residents of Yolo County, with 156,000 people, and Sacramento County, with 1.2 million people, make up the largest percentage of Explorit's audience.

A study from the Public Policy Institute of California used a formula based on census and other demographic data to identify Sacramento as the most diverse city in Californiaⁱⁱⁱ. A 2004 Brookings Institution study identified the Sacramento area as a national "hot-spot" for immigration growth with the foreign-born population growing by 236.5% between 1980 and 2000. In 2000, over 18% of the population of Sacramento county was foreign born, with the top 10 home countries being Mexico (25.8% of foreign born), the

Philippines (7.9%), Vietnam (7.3%), , Laos (5.6%), Ukraine (5.1%), China (4.0%), India (3.8%), Canada (2.7%), Russia (2.5%), Thailand (2.4%).

Over 19% of students in Sacramento County public schools are English Learners (EL) with more than 51 different primary languages represented among this group. In Sacramento and Yolo Counties, 15% of residents, including 24% of children ages 5-17, live in poverty. In 53 of 59 Sacramento City Unified School District elementary schools, over 40% of students receive free and reduced lunches. In 13 of those schools, over 90% of students receive free lunches.

In developing the *Health in Your World* project over the past three years, Explorit staff and consultants recognized the importance of designing program signs and materials to meet the linguistic needs of this diverse population base. While translation of signage was considered, it soon became apparent that with this strategy it would be difficult to provide enough different translations to meet the language needs of such a diverse population. Instead, the focus turned to providing signage designed for readability by English Learners and supported by a corps of roving multi-lingual volunteers. This was assessed to have broader benefit to our audience base.

Appropriateness for Institution and Community

Explorit has received growing attention for its community-based approach. In October 2004, Delaine Eastin, former state superintendent of Public Instruction for the State of California said about Explorit "I think Explorit could be the single most important thing that this community and this region can do to help engage and involve our kids."

This project builds upon Explorit's long-history of using outreach as a strategy for reaching audiences. Given the diverse nature of our regional population, Explorit's work in the field of language and cultural accessibility could potentially be of value to other organizations regionally and nationally. Through presentations at American Association of Museums and California Association of Museums conferences in 2004, program staff have started sharing our model for community-based mobile outreach with respect to the *Health in Your World* project.

6. Project Resources: Time and Budget

Project Schedule

IMLS Grant Year 1 (August 2005 – July 2006):

- Establish Outreach Program Coordinator position. Staff person Gwen Casazza transitions into this role and assumes supervision of off-site education staff. Work with evaluator in first two months to set measurable objectives for each year of grant cycle and agree on assessment tools. Recruit Accessibility Advisory Committee and hold first meeting. Launch regular training schedule for outreach education staff on accessibility issues. Sustain and expand scholarship and volunteer programs for outreach. Begin process of updating *Science in Your World* program materials for cultural and linguistic accessibility.

IMLS Grant Year 2 (August 2006 – July 2006):

- Continue regular training schedule for outreach education staff on accessibility issues. Sustain and expand scholarship and volunteer programs for outreach. Complete process of updating *Science in Your World* program materials for cultural and linguistic accessibility. Start and complete process of updating *Classroom Adventures* and *After School Explorations* program materials for cultural and linguistic accessibility. Work with evaluator in last four months to assess success in meeting measurable objectives for each year of grant cycle. Develop "best practices" manual and presents successful strategies for community engagement through regional or national conference presentation(s).

Year 3 and Beyond:

- Outreach Programs Coordinator continues as on-going position within Explorit, fully supported by Explorit's financial resources after the initial 2005-2007 ramp-up period partially funded by IMLS and other contributors. Projected increases in audience and participation will support long-term continuation of the position. In future years, position will continue to provide oversight and leadership for existing programs but will take on added responsibility for guiding development of new outreach programs, especially new initiatives identified through the long-range planning process scheduled to begin in late 2006.

Please refer to the **Schedule of Completion** for a complete schedule of project activities.

Project Budget

Requested funds are primarily allocated to a cost share of the salary for the new Outreach Programs Coordinator position. As described in the budget justification, salary rates have been determined based on the 2004 Compensation and Benefits Survey of Northern California Non Profit Organizations by the Center for Non Profit Management.

The portion requested from IMLS also includes funds for: 1) an evaluation consultant, 2) materials needed to update the materials and signs for the *Science in Your World* and *Classroom Adventure* outreach programs, and 3) contracts for services to update program materials, including signage graphic design, production and printing. Other project costs are provided as a match by Explorit. These include Program Director time, payroll fringe, travel and conference registration for OPC professional development and indirect costs. A portion of these match funds may be provided by corporate sponsorships or grants secured for that purpose.

Please refer to the **Project Budget Forms and Budget Justification**

7. Project Resources: Personnel

Explorit Science Center Executive Director, Suzanne Ullensvang, oversees long-range planning, board relations and oversight of financial and personnel administration. Ms. Ullensvang has over 15 years experience in project management and administration in the field of informal science education. She began her museum work as a Project Design Engineer at the New Curiosity Shop, an independent exhibit design and consulting company. Since 1996, she has been Executive Director of Explorit, guiding the organization through a major long-range planning process that has confirmed and expanded the Board and Staff commitment to community-based outreach as a key strategy for growth. In 1999, she completed a 9 month program in Non-Profit Leadership and has been active in various community service groups and museum activities, including Rotary Club, the Chamber of Commerce, and Leave a Legacy. Ms. Ullensvang holds a B.S. and M.S. in science and engineering from Stanford University.

Explorit's Program Director, Mackenzie Tysell, oversees all program and exhibit staff and has extensive experience in developing educational curriculum and exhibits for diverse audiences. She spent three summers developing health and hygiene-related education programs in Ecuador, Honduras, and Paraguay as part of the Amigos de las Americas Program. Additional experience includes an internship at Museo Chileno de Arte Precolombino in Chile, an internship in exhibit construction and signage development at the California State Indian Museum, and development and implementation of outreach programming for the Lindsay Wildlife Museum. Ms. Tysell holds a degree in Physical Anthropology from University of California, Davis and has completed coursework in educational programming and exhibit design through the San Francisco State University Masters of Art in Museum Studies Program. Ms. Tysell also is proficient in Spanish.

In her current position as *HIYW* Project Coordinator, staff member Gwen Casazza coordinates and conducts the on-going planning and development of *HIYW* project components and facilitates the involvement of partners and advisors. The *HIYW* Project Coordinator position has been grant funded to August 2005 when final development of the corollary programs will be complete. At that time Ms. Casazza will be available to move into the position of Outreach Programs Coordinator.

Ms. Casazza is very well qualified to take this position. She has held a variety of positions within the field of education working with at risk or culturally diverse students. She obtained a degree in International Relations from University of California, Davis, in addition to a Bilingual, Multiple Subject Teaching Credential from CSU Sacramento's Bilingual & Multicultural Education Department. Her work experience includes a yearlong AmeriCorps national service project as a tutor and mentor in a low-income Sacramento community, in addition to student teaching placements in culturally and linguistically diverse classroom settings. Ms. Casazza has lived and traveled throughout Latin America, Asia and Europe, volunteering in school and community programs in China, the Philippines, and Spain. Through her work with the linguistic and cultural consultants on the *HIYW* project, Ms. Casazza has become well-versed in accessibility issues for museums.

ⁱ "National Survey of American Public by California Academy of Sciences and Harris Interactive Reveals Profound Lack of Scientific Knowledge at a Time When Science is Changing our Daily Lives", San Francisco, April 24, 2001 (http://www.calacademy.org/geninfo/newsroom/releases/survey_results.htm).

ⁱⁱ Edward H. Able, Jr. "From the President and CEO," AAM Museum News, November/December 2000.

ⁱⁱⁱ Magagnini, Stephen. "Capital is most diverse big city: Statewide study says jobs and affordable housing are crucial" *The Sacramento Bee*. Wednesday, August 7, 2002.

Project Budget Form

SECTION 1: SUMMARY BUDGET

Name of Applicant Organization Explorit Science Center

IMPORTANT! READ INSTRUCTIONS ON PAGES 3.4-3.5 BEFORE PROCEEDING.

DIRECT COSTS	IMLS	Applicant	Total
SALARIES & WAGES	<u>51,000</u>	<u>40,323</u>	<u>91,323</u>
FRINGE BENEFITS	<u>0</u>	<u>13,698</u>	<u>13,698</u>
CONSULTANT FEES	<u>8,400</u>	<u>0</u>	<u>8,400</u>
TRAVEL	<u>0</u>	<u>4,000</u>	<u>4,000</u>
MATERIALS, SUPPLIES & EQUIPMENT	<u>3,400</u>	<u>600</u>	<u>4,000</u>
SERVICES	<u>12,000</u>	<u>8,000</u>	<u>20,000</u>
OTHER	<u>0</u>	<u>1,400</u>	<u>1,400</u>
TOTAL DIRECT COSTS	\$ <u>74,800</u>	\$ <u>68,021</u>	\$ <u>142,821</u>
INDIRECT COSTS	\$ <u>0</u>	\$ <u>13,698</u>	\$ <u>13,698</u>
TOTAL PROJECT COSTS			\$ <u>156,519</u>
AMOUNT OF CASH-MATCH	\$ <u>76,719</u>		
AMOUNT OF IN-KIND CONTRIBUTIONS	\$ <u>5,000</u>		
TOTAL AMOUNT OF MATCH (CASH & IN-KIND CONTRIBUTIONS)	\$ <u>81,719</u>		
AMOUNT REQUESTED FROM IMLS, INCLUDING INDIRECT COSTS	\$ <u>74,800</u>		
PERCENTAGE OF TOTAL PROJECT COSTS REQUESTED FROM IMLS	<u>48</u> %		
(MAY NOT EXCEED 50%)			

Have you received or requested funds for any of these project activities from another federal agency?
(Please check one) ☐ Yes ☒ No

If yes, name of agency _____

Request/Award amount _____

Project Budget Form

SECTION 2: DETAILED BUDGET

Year ☒ 1 ☐ 2 ☐ 3 - Budget Period from 08 / 01 / 05 to 07 / 31 / 06

Name of Applicant Organization Explorit Science Center

IMPORTANT! READ INSTRUCTIONS ON PAGES 3.4-3.5 BEFORE PROCEEDING.

SALARIES AND WAGES (PERMANENT STAFF)

NAME/TITLE	No.	METHOD OF COST COMPUTATION	IMLS	APPLICANT	TOTAL
<u>[REDACTED]</u>	(1)	1 FTE for 52 weeks	34,000	7,990	41,990
<u>[REDACTED]</u>	(1)	.05 FTE for 52 weeks		2,667	2,667
<u> </u>	()				
<u> </u>	()				
TOTAL SALARIES AND WAGES \$			34,000	10,657	44,657

SALARIES AND WAGES (TEMPORARY STAFF HIRED FOR PROJECT)

NAME/TITLE	No.	METHOD OF COST COMPUTATION	IMLS	APPLICANT	TOTAL
<u> </u>	()				
<u> </u>	()				
<u> </u>	()				
<u> </u>	()				
TOTAL SALARIES AND WAGES \$					

FRINGE BENEFITS

RATE		SALARY BASE	IMLS	APPLICANT	TOTAL
15	% of \$	44,657		6,698	6,698
	% of \$				
	% of \$				
TOTAL FRINGE BENEFITS \$			0	6,698	6,698

CONSULTANT FEES

NAME/TITLE OF CONSULTANT	RATE OF COMPENSATION (DAILY OR HOURLY)	No. OF DAYS (OR HOURS) ON PROJECT	IMLS	APPLICANT	TOTAL
<u>[REDACTED]</u>	\$140/hour	20 hours	2,800		2,800
<u> </u>					
<u> </u>					
TOTAL CONSULTANT FEES \$			2,800	0	2,800

TRAVEL

FROM/TO	NUMBER OF: PERSONS DAYS	SUBSISTENCE COSTS	TRANSPORTATION COSTS	IMLS	APPLICANT	TOTAL
ASTC/CSTA	(1) (8)	1,200	800		2,000	2,000
<u> </u>	() ()					
<u> </u>	() ()					
<u> </u>	() ()					
TOTAL TRAVEL COSTS \$				0	2,000	2,000

Project Budget Form

SECTION 2: DETAILED BUDGET CONTINUED

 Year ☒ 1 ☐ 2 ☐ 3

MATERIALS, SUPPLIES AND EQUIPMENT

ITEM	METHOD OF COST COMPUTATION	IMLS	APPLICANT	TOTAL
Supplies for Signs	Estimate	1,700	300	2,000
TOTAL COST OF MATERIALS, SUPPLIES, & EQUIPMENT \$		1,700	300	2,000

SERVICES

ITEM	METHOD OF COST COMPUTATION	IMLS	APPLICANT	TOTAL
Printing/Graphic Des.	Estimate	6,000	4,000	10,000
TOTAL SERVICES COSTS \$		6,000	4,000	10,000

OTHER

ITEM	METHOD OF COST COMPUTATION	IMLS	APPLICANT	TOTAL
Conference Reg.	ASTC/CSTA Reg. Fees		700	700
TOTAL OTHER COSTS \$		0	700	700

TOTAL DIRECT PROJECT COSTS \$	44,500	24,355	68,855
-------------------------------	--------	--------	--------

INDIRECT COSTS

Check either item A or B and complete C. (See section on Indirect Costs, page 3.5.)

Applicant organization is using:

- ☒ A. An indirect cost rate which does not exceed 15 percent of modified total direct costs charged to IMLS.
☐ B. Federally negotiated indirect cost rate (see page 3.5).

Name of Federal Agency Expiration

Date of Agreement

Rate base Amount(s)

_____ % of \$ _____ = \$ _____

	IMLS	Applicant	Total
C. Total Indirect Costs	\$ _____	\$ _____ 6,698	\$ _____ 6,698

Project Budget Form

SECTION 2: DETAILED BUDGET

Year ☐ 1 ☒ 2 ☐ 3 - Budget Period from 08 / 01 / 06 to 07 / 31 / 07

Name of Applicant Organization Explorit Science Center

IMPORTANT! READ INSTRUCTIONS ON PAGES 3.4-3.5 BEFORE PROCEEDING.

SALARIES AND WAGES (PERMANENT STAFF)

NAME/TITLE	No.	METHOD OF COST COMPUTATION	IMLS	APPLICANT	TOTAL
<u>[REDACTED]</u>	(1)	1 FTE for 52 weeks	17,000	26,880	43,880
<u>[REDACTED]</u>	(1)	.05 FTE for 52 weeks		2,787	2,787
<u> </u>	()	<u> </u>	<u> </u>	<u> </u>	<u> </u>
<u> </u>	()	<u> </u>	<u> </u>	<u> </u>	<u> </u>
TOTAL SALARIES AND WAGES \$			17,000	29,667	46,667

SALARIES AND WAGES (TEMPORARY STAFF HIRED FOR PROJECT)

NAME/TITLE	No.	METHOD OF COST COMPUTATION	IMLS	APPLICANT	TOTAL
<u> </u>	()	<u> </u>	<u> </u>	<u> </u>	<u> </u>
<u> </u>	()	<u> </u>	<u> </u>	<u> </u>	<u> </u>
<u> </u>	()	<u> </u>	<u> </u>	<u> </u>	<u> </u>
<u> </u>	()	<u> </u>	<u> </u>	<u> </u>	<u> </u>
TOTAL SALARIES AND WAGES \$			<u> </u>	<u> </u>	<u> </u>

FRINGE BENEFITS

RATE		SALARY BASE	IMLS	APPLICANT	TOTAL
15	% of \$	46,667		7,000	7,000
<u> </u>	% of \$	<u> </u>	<u> </u>	<u> </u>	<u> </u>
<u> </u>	% of \$	<u> </u>	<u> </u>	<u> </u>	<u> </u>
TOTAL FRINGE BENEFITS \$			0	7,000	7,000

CONSULTANT FEES

NAME/TYPE OF CONSULTANT	RATE OF COMPENSATION (DAILY OR HOURLY)	No. OF DAYS (OR HOURS) ON PROJECT	IMLS	APPLICANT	TOTAL
<u>[REDACTED]</u>	\$140/hour	40 hours	5,600		5,600
<u> </u>	<u> </u>	<u> </u>	<u> </u>	<u> </u>	<u> </u>
<u> </u>	<u> </u>	<u> </u>	<u> </u>	<u> </u>	<u> </u>
<u> </u>	<u> </u>	<u> </u>	<u> </u>	<u> </u>	<u> </u>
TOTAL CONSULTANT FEES \$			5,600	0	5,600

TRAVEL

FROM/TO	NUMBER OF: PERSONS DAYS	SUBSISTENCE COSTS	TRANSPORTATION COSTS	IMLS	APPLICANT	TOTAL
ASTC/CSTA	(1) (8)	1,200	800		2,000	2,000
<u> </u>	() ()	<u> </u>	<u> </u>	<u> </u>	<u> </u>	<u> </u>
<u> </u>	() ()	<u> </u>	<u> </u>	<u> </u>	<u> </u>	<u> </u>
<u> </u>	() ()	<u> </u>	<u> </u>	<u> </u>	<u> </u>	<u> </u>
TOTAL TRAVEL COSTS \$				0	2,000	2,000

Project Budget Form

SECTION 2: DETAILED BUDGET CONTINUED

Year ☐ 1 ☒ 2 ☐ 3

MATERIALS, SUPPLIES AND EQUIPMENT

ITEM	METHOD OF COST COMPUTATION	IMLS	APPLICANT	TOTAL
Supplies for Signs	Estimate	1,700	300	2,000
TOTAL COST OF MATERIALS, SUPPLIES, & EQUIPMENT \$		1,700	300	2,000

SERVICES

ITEM	METHOD OF COST COMPUTATION	IMLS	APPLICANT	TOTAL
Printing/Graphic Des.	Estimate	6,000	4,000	10,000
TOTAL SERVICES COSTS \$		6,000	4,000	10,000

OTHER

ITEM	METHOD OF COST COMPUTATION	IMLS	APPLICANT	TOTAL
Conference Reg.	ASTC/CSTA Reg. Fees		700	700
TOTAL OTHER COSTS \$		0	700	700

TOTAL DIRECT PROJECT COSTS \$	30,300	50,666	80,966
--------------------------------------	--------	--------	--------

INDIRECT COSTS

Check either item A or B and complete C. (See section on Indirect Costs, page 3.5.)

Applicant organization is using:

- ☒ A. An indirect cost rate which does not exceed 15 percent of modified total direct costs charged to IMLS.
☐ B. Federally negotiated indirect cost rate (see page 3.5).

Name of Federal Agency Expiration

Date of Agreement

Rate base Amount(s)

% of \$ _____ = \$ _____

	IMLS	Applicant	Total
C. Total Indirect Costs	\$ _____	\$ _____ 7,000	\$ _____ 7,000

**Budget Justification
Years 1 & 2**

Budget Item	Justification
Outreach Programs Coordinator (OPC) Salary	Full-time position charged with oversight and development of core outreach programs, especially focused on maximizing their accessibility to diverse audiences. Salary based on median levels for similar positions in Northern California in organizations with budgets of \$500,000 - \$1,000,000 (per 2004 Compensation and Benefits Survey of Northern CA non-profit organizations by the Center for Non Profit Management. 4.5% cost of living/length of tenure increase included for Year 2.
Program Director Salary	Explorit Science Center Program Director, responsible for ensuring the quality of all of Explorit's programs. 5% of time dedicated to supervision and coordination with OPC. Salary based on median levels for similar positions in Northern California in organizations with budgets of \$500,000 - \$1,000,000. 4.5% cost of living/length of tenure increase included for Year 2.
Fringe Benefits	Estimated at 15% of base salaries.
Evaluator – Visitor Services Studies (or similarly qualified)	Evaluation consultant to establish evaluation goals and strategies in cooperation with Explorit staff during first three months of grant cycle. At end of two year grant cycle, consultant analyzes evaluation results and provide summative report and recommendations. Actual evaluation data collection using tools approved by evaluator may be conducted by volunteers or other staff.
Travel	Travel to national and regional conferences (ASTC, CSTA) for professional development of OPC and presentation of outreach strategies to other museums. Includes airfare, hotel, per diem. Plane fare is in-kind.
Materials/Equipment	Cost of materials and supplies for updating outreach program signs for linguistic accessibility. Cost may include mounting boards, hinges, and necessary upgrades to computer software/hardware to facilitate production of the updated signage.
Services	Cost of contractors to work on graphic design, signage production and printing of signage being updated for linguistic accessibility. Some portion of Explorit's match may be in-kind.
Other: Conference Registration	Registration fees to attend ASTC and CSTA Conferences for OPC professional development (separate from travel costs)